

# E-8 (Joint STARS) Total System Support Responsibility Contract

## Award Term Plan

Contractor:  
Northrop Grumman Corporation

Contract Number: F09603-00-D-0210

September 14, 2000



### COORDINATION

Award Term Review Board Chairperson:

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GARY S. CONNOR, Col, USAF  
Program Director  
Joint STARS Joint Program Office

### APPROVED BY

Term Determining Official:

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Commander  
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## 1.0 INTRODUCTION

**1.1** The purpose of this Award Term Plan is to establish an incentive system by which the Government can emphasize and reward superior performance on the Joint STARS Total System Support Responsibility (TSSR) Contract. This plan provides the basis for evaluation of the Contractor's performance and for presenting an assessment of that performance to the Term Determining Official (TDO). The overall Award Term process and this plan are integrated with the Joint STARS Award Fee Plan and process to form an integrated incentive structure for this TSSR program. Therefore, the Award Term will be earned in accordance with this plan and the Integrated Incentives Clause H-909 contained in Contract Number F09603-00-D-0210. This clause will in no way affect FAR 52.249.6 entitled "Termination (Cost – Reimbursement)." Award Term adjustments will not result in a contract period of less than 6 years or greater than 22 years from the beginning date of the first annual contract order, exclusive of the initial Transition Period. Actual Award Term determinations are unilateral decisions made solely at the discretion of the Government.

**1.2** The Award Term will be provided to the contractor through unilateral contract modifications (via Delivery Orders). The Award Term earned will be determined by the TDO based upon review of the Contractor's performance against the criteria set forth in this plan. The Award Term pertains to the Total Systems Support Responsibility (TSSR) for the Joint STARS Weapon System to include sustainment of the air vehicle, ground support systems, operational and maintenance trainers, supply chain and spares management, systems engineering, and technical data. The Award Term evaluation criteria and determinations are applicable to TSSR at the contract level for the aggregate of all Delivery Orders placed on the contract in effect during each evaluation period. The Contractor earns Award Term based on the overall accomplishment of the tasks in those Delivery Orders and how those overall accomplishments contributed to the overarching contract objectives.

## 2.0 ORGANIZATION/RESPONSIBILITIES

**2.1 Term Determining Official.** The Commander, Electronic Systems Center (ESC/CC) is the TDO. The TDO will: (1) approve the Award Term Plan and any significant changes; (2) approve appointments to the Award Term Review Board (ATRB); (3) review the recommendations of the ATRB, consider all pertinent data, and determine the amount of Award Term points earned for each period; (4) notify the Contractor, in writing, of the amount of Award Term points for the Award Term period with a description of the Contractor's strengths, areas for improvement, and what is expected in the future; (5) determine the amount of earned Award Term points to be carried over to the following period; and (6) authorize the Contracting Officer (CO) to make any necessary contract Term adjustments.

**2.2 Award Term Review Board (ATRB).** The ATRB is chaired by the Joint STARS System Program Director (ESC/JS). The ATRB will: (1) review performance monitors' evaluations and consider the Contractor's assessment and recommendations, (2) analyze the Contractor's performance against the criteria set forth in Annex C, and (3) provide a recommendation on the amount of Award Term points earned by the Contractor. The ATRB will also recommend changes to this plan. The following personnel will comprise the ATRB:

- 1) Joint STARS System Program Director - Chair
- 2) Joint STARS Deputy System Program Director
- 3) Joint STARS System Support Manager/TSSR Program Manager
- 4) Joint STARS TSSR Contracting Officer
- 5) DCM NG Melbourne Commander
- 6) HQ ACC/LGR
- 7) HQ ACC/DOY
- 8) HQ ACC/TRSS
- 9) 93d ACW LG

10) 93d ACW OG

11) Recorder

**2.3 Recorder.** The ATRB Recorder is a non-voting member of the ATRB, and will coordinate the administrative actions required by the performance monitors, the ATRB, and the TDO, including: (1) receipt, processing, and distribution of evaluation reports from all required sources; (2) scheduling and assisting with internal evaluation milestones, such as briefings; and (3) accomplishing other actions required to ensure the smooth operation of the Award Term process.

**2.4 Performance Monitors.** The performance monitors will: (1) gather data concerning the Contractor's performance in their area of responsibility; (2) evaluate, and maintain written records of the Contractor's performance against the criteria provided in this plan; (3) provide a written report of their review to the ATRB at the end of each period through the Recorder and; (4) provide a written report of their review to the Recorder for the interim evaluation. The following personnel will comprise the performance monitors:

- 1) WR-ALC/LKS
- 2) 93d OG (TRS & CSS)
- 3) 93d LG (LSS/QA)
- 4) HQ ACC/LGRS & DOYA
- 5) HQ ACC/TRSS
- 6) Det 6, AETC
- 7) DCMDE-RJO

**2.5 Contracting Officer.** The Contracting Officer (CO) will: (1) ensure that the entire Award Term process is conducted according to the requirements in the contract clause and this plan; (2) contractually implement the Award Term determinations of the TDO; and (3) notify the Contractor in writing of changes in evaluation criteria, in accordance with paragraph 4.0.

### 3.0 AWARD TERM PROCESSES

**3.1 Available Award Term-Points.** The Award Term points will be awarded based on the Contractor's performance during each evaluation period, which occurs annually under the TSSR contract. The available Award Term points for each evaluation period are shown in Annex A. An accumulation of positive 100 points (+100) is required for a one year Term extension of the contract ordering period and an accumulation of negative 100 points (-100) results in the decrease in the contract ordering period of one year. Since the contract begins with a guaranteed six year base (IAW paragraph 1.1), the first Term adjustment made, at the end of year one's evaluation or thereafter, will only be added to the basic six year contract. Finally, any negative adjustments can only be subtracted from earned years so as not to infringe upon the six year base.

**3.2 Evaluation Criteria.** The Award Term criteria are provided in Annex C. If the CO does not provide specific notice in writing to the contractor of changes to the evaluation criteria NLT 60 calendar days prior to the start of an evaluation period, the same criteria from the preceding period will be used in the next evaluation period. Any changes to the criteria will be made in accordance with paragraph 4.0 of this plan.

**3.3 Interim Evaluation Process.** The ATRB Recorder will notify each ATRB member and performance monitor of the need for this evaluation 15 calendar days before the midpoint of the evaluation period. Performance monitors will submit their evaluation reports to the Recorder 15 calendar days after midpoint of the evaluation period. The ATRB Chairperson determines the interim evaluation results and notifies the contractor of the strengths and weaknesses for the current evaluation period, through the CO. At this time, the ATRB may also recommend any changes to the Award Term plan for TDO approval. The CO may also

issue letters at any other time when it is deemed necessary to highlight areas of Government concern about anything related to the Award Term criteria.

**3.4 End-of-Period Evaluations.** The ATRB Recorder notifies each ATRB member and performance monitor 15 calendar days before the end of the evaluation period. Performance monitors will submit their evaluation reports to the ATRB 15 calendar days after the end of the evaluation period, through the Recorder. The ATRB prepares its evaluation report and recommendation of an Award Term grade and earned points. The ATRB briefs the evaluation report and recommendation to the TDO. At that time, the ATRB may also recommend any significant changes to the Award Term Plan for TDO approval. The TDO determines the earned Award Term points for the evaluation period, then will send a TDO letter in at least 10 calendar days in advance of the CO contract modification as specified hereinafter to inform the contractor of the earned Award Term points and cumulative Award Term points, and provide feedback as specified in paragraph 2.1. Finally, the CO issues a contract modification authorizing Award Term extension or reduction reflecting the earned Award Term amount within 90 calendar days from the end of the evaluation period. (Reference Annex D for examples)

**3.5 Contractor's Self-Assessment.** The Contractor submits a self-evaluation to the CO within five working days after the end of each evaluation period for the ATRB. This written assessment of the Contractor's performance throughout the evaluation period shall address the Contractor's performance on a program basis, rather than the specific Delivery Order level; however, specific Delivery Orders can be used to support the assessment. It may also contain any information that may be reasonably expected to assist the ATRB in evaluating the contractor's performance. The Contractor's self-evaluation may not exceed 15 pages. The Contractor may review and comment on the written evaluations provided to the ATRB by the performance monitors. The Contractor may also attend the ATRB briefing to the TDO and may present a separate briefing. The contractor's presentation may not exceed 30 minutes in length, not including questions and answers. However, the Contractor will not participate in the final ATRB/TDO deliberations and Term determination.

**3.6 Off-Ramp.** If at the conclusion of an annual evaluation period, and the TDO's decision, there are only two years of Term or less left on the contract, then the Off-Ramp process will be initiated. The Off-Ramp process will entail a two year transition period during which the Government will remove all "non-inherently sole-source activities to Northrop Grumman." A listing of these activities is provided in Annex E. This list will be updated throughout this plan's existence to reflect changes in the Joint STARS support strategy.

## 4.0 AWARD TERM PLAN CHANGE PROCEDURE

Changes to the Award Term Plan will be made by bilateral agreement. Where the Government desires a change to the Award Term Plan and a mutual agreement cannot be reached, the Government and Contractor agree that the Contracting Officer will implement the change, pending closure through the Alternate Disputes Resolution process cited in Clause H-943. Where the Contractor desires a change to the Award Term Plan and a mutual agreement cannot be reached, the Government and Contractor agree that the Contracting Officer will not implement the change, pending closure through the Alternate Disputes Resolution process cited in Clause H-943. The Contractor's inputs for recommended plan changes will be due to the CO NLT 60 calendar days prior to the start of the next evaluation period.

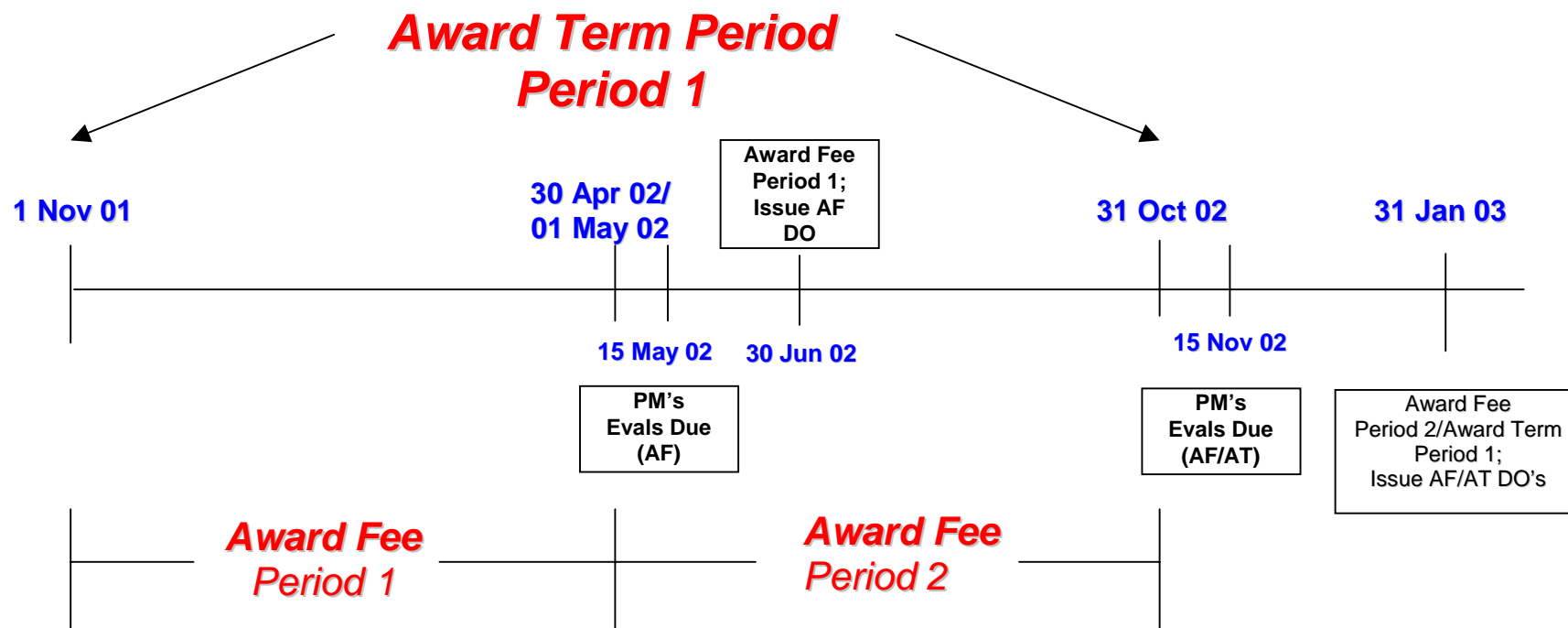
## 5.0 ANNEXES:

- A. Award Fee and Term Strategic Schedule
- B. Award Term Point Allocation by Evaluation Periods
- C. Evaluation Scoring and Criteria

- D. Example Award Term Calculation
- E. Off-Ramp Activities

## ANNEX A

### AWARD FEE(AF) & TERM(AT) STRATEGIC SCHEDULE EXAMPLE



DO = Delivery Order

**ANNEX B****AWARD TERM POINT ALLOCATION BY EVALUATION PERIODS**

The Award Term earned by the contractor will be determined at the completion of evaluation periods shown below. The Award Term points' shown corresponding to each period are the maximum available Award Term points that can be earned during that particular period.

<b>Evaluation Period</b>	<b>From</b>	<b>To</b>	<b>Available Award Term</b>
First through Final	1 Nov 2000 through 1 Nov 2019	31 Oct 2001 through 31 Oct 2020*	(-) 100 to 150 award points

\*No Award Term evaluations necessary for last two years of the contract. However, the final ATRB determination shall concurrently authorize performance for 1 Nov 2020 through 31 Oct 2022.



## ANNEX C

### EVALUATION SCORING AND CRITERIA

Area of Evaluation	Percent of Total	Total Points (Maximum Achievable)
<b>Integration Measures</b>	<b>52%</b>	<b>+(-) 66</b>
Integration	24%	+(-) 30
Program Management	14%	+(-) 18
OSS&E/Systems Engineering/CM	14%	+(-) 18
<b>COST</b>	<b>34%</b>	<b>(-) 34 to 50</b>
Cost Performance to Contract Estimate (from Award Fee)	7%	0 to +16
Cost Containment & Continuous Improvement	13%	+(-) 16
RTOC	14%	+(-) 18
<b>Technical Performance Measures (from Award Fee)</b>	<b>10%</b>	<b>0 to 24</b>
<b>Customer Support (from Award Fee)</b>	<b>4%</b>	<b>0 to 10</b>
<b>Total</b>	<b>100%</b>	<b>-100 to +150</b>

#### Scoring Methodology:

**Quantitative Measures:** For the three quantitative measures used from the Award Fee (AF) Plan (Cost Performance to Contract Estimate, Technical Performance Measures, and Customer Support), the result (%) from the AF Plan that represents the average amount of fee for each Award Fee Evaluation Area will be used to calculate the Award Term points earned. Therefore, to determine the points earned for the three quantitative measures simply multiply the average percent result for the annual period from the AF Plan for each measurement area by the available points for each measure, found in the table above.

Example: Cost Performance to Contract Estimate is 98% average. Award Fee Result from AF Plan, Table 4 is 94%. Available term points for Cost Performance to Contract Estimate is 16. Therefore, points earned is  $16 \times .94 = 15$  (Points result will be rounded to nearest whole number)

**Qualitative Measures:** Performance monitors will assess Contractor's performance via personal observations, reviews, and evaluations. The primary measurement criteria will be the value to the Government of contractor quality of effort brought to bear on accomplishments, and the detriment to the Government of inadequate, incomplete or late accomplishment of program tasks. The qualitative evaluation will also include consideration and documentation of mitigating circumstances and the causes of significant delays or problems. Performance Monitors will determine a performance level rating, and associated point value within the applicable range, for each rating area assigned, and then provide that to the ATRB Recorder within the required timelines established earlier in the plan.

## Qualitative Measures Scoring

AREAS	Failure	Unsatisfactory	Marginal	Satisfactory	Very Good	Excellent
Integration	(-)30 to (-)21	(-)20 to (-)11	(-)10 to (-)1	0 to 10	11 to 20	21 to 30
Program Management	(-)18 to (-)13	(-)12 to (-)7	(-)6 to (-)1	0 to 6	7 to 12	13 to 18
OSS&E/Systems Engineering/CM	(-)18 to (-)13	(-)12 to (-)7	(-)6 to (-)1	0 to 6	7 to 12	13 to 18
Cost Containment & Continuous Improvement	(-)16 to (-)10	(-)9 to (-)5	(-)4 to (-)1	0 to 4	5 to 9	10 to 16
RTOC	(-)18 to (-)13	(-)12 to (-)7	(-)6 to (-)1	0 to 6	7 to 12	13 to 18

To determine the earned points for the qualitative measures, the ATRB Recorder will take the point values for each of the five areas above to calculate an average score for each of the five rating areas (Integration, Program Management, etc.). The ATRB Recorder will then multiply the result for each of the five areas by ten to reflect as a percent (%). These results will then be presented to the ATRB, with the associated weights applied, for development of a final recommendation to the TDO.

The definitions below describe the level of performance that will lead to the rating assessment:

- (a) **Excellent:** Contractor performance exceeds most significant contract requirements, and meets all others. The Government receives tangible or intangible benefits in the form of improved quality, responsiveness, cost economy, increased timeliness, or greatly enhanced effectiveness of operations. There are no recurring problems. Contractual performance was accomplished with few deviations from planned performance, none of which had a negative impact on the overall program.
- (b) **Very Good:** Contractor performance meets or exceeds some significant contract requirements, and meets all others. The Government receives tangible or intangible benefits in the form of improved quality, responsiveness, cost economy, increased timeliness, or enhanced effectiveness of operations. Contractual performance was accomplished with only minor problems, all of which have acceptable corrective action plans in place.
- (c) **Satisfactory:** Contractor performance meets most contract requirements. The Government receives tangible or intangible benefits in the form of improved quality, responsiveness, cost economy, increased timeliness, or effectiveness of operations. Deficiencies exist which could adversely affect performance; however, acceptable corrective action plans are in place
- (d) **Marginal:** Contractor performance meets some contract requirements; however, many areas require improvement. Quality, responsiveness, timeliness, and/or cost economy are lacking and require attention and action. Deficiencies exist which could adversely affect performance; however, program management has put corrective action plans in place
- (e) **Unsatisfactory:** Contractor performance fails to meet contract requirements with a significant adverse impact on program performance. Recovery is not likely in a timely manner without senior leadership (Program Director, Wing Commander, etc) involvement. This reflects serious problems for which the Contractor's management initiatives for corrective action appear to be inadequate or ineffective.
- (f) **Failure:** Contractor performance fails to meet contract requirements with a significant adverse impact on program performance. Corrective action initiatives appear to be inadequate or ineffective. Recovery is not likely without intervention by corporate management and senior USAF leadership resulting in substantive programmatic changes.

## Specific Qualitative Criteria:

### Measure: Integration

**Weight: 24%**

- Contractor develops, implements, and maintains a comprehensive, integrated schedule for all Joint STARS system and business activities. Additionally, the contractor adjusts schedules and program activities to accommodate new/changing priorities while minimizing adverse impacts to the Warfighter and program. The Joint STARS Integrated Master Schedule (IMS) is current and up to date reflecting the evolution of the weapon system. Contractor actions on ad hoc requests for schedule support are timely and responsive.
- Extent to which the Contractor provides visibility into near- and long-term actions and system-wide impacts, and demonstrates knowledgeable insight into program status. Additionally, the contractor demonstrates commitment to this effort through the assignment of highly qualified personnel to key staff positions and assigns competent staffing to optimize leadership and task completion.
- Identification of Issues and thorough risk analysis. When required by contract requirements, the ability to present the Government with the optimal, best-value set of solutions possible, complete with budgetary cost, schedule and technical performance impacts/trade-offs.
- Integrates the efforts of all subcontractors, vendors, associate contractors, and partners to achieve support for the Warfighter and program.
- Ability to team with partners to fulfill the requirements of the Partnering Agreement and Service Level Agreements. Additionally, ability to make decisions and influence partners to achieve the maximum performance.
- Contractor develops and incorporates coordinated changes across production, development, and sustainment to meet the Warfighter's requirements within allocated resources.

### Measure: Program Management

**Weight: 14%**

- Cooperativeness and responsiveness to Government queries, requests, guidance and direction. The Contractor pursues opportunities to improve the Government/Contractor partnership and to promote team productivity.
- Identifies, assesses, and implements streamlined business practices. Recommends changes to the Government to facilitate team practices and processes, allowing ample time for Government analysis and action.
- Extent to which the Contractor applies sound program management techniques to demonstrate effective and efficient planning, organizing, implementing, and control to achieve the program cost, schedule, technical, and management objectives. Including management responsiveness to changing operations tempo and requirements.
- Extent to which Contractor's actions during the period have balanced resources between technical performance, cost, and schedule constraints.
- Timeliness and quality of estimates in support of new customer requirements/changes and support to the Government for budget planning and programming activities.
- Selection and management of subcontractor(s) and vendors that best meet program, schedule, and performance requirements.

- Extent to which the Contractor proactively manages the program (applicable to funded work only), consistent with the objectives of TSSR.

**Measure: Operational Safety, Suitability and Effectiveness (OSS&E),  
Systems Engineering, & Configuration Management**

**Weight: 14%**

- Impact analysis reports, accurately portray a system-level perspective, quantify system-level impacts, and address critical future program issues. Where appropriate, supportable budgetary cost data is provided for input to the Joint STARS requirements review process to solve program-related problems.
- Contractor implements and maintains an overarching process that supports the OSS&E viability of the Joint STARS system. The process is coordinated with the overall Joint STARS OSS&E Implementation Plan approved by the Joint STARS Chief Engineer.
- Periodic internal self-assessments and external audits are conducted to ensure the OSS&E program adheres to the most rigorous standards.
- Key processes are clearly documented, reviewed on a periodic basis, and followed by assigned Contractor personnel.
- Contractor demonstrates Joint STARS product baseline and configuration management expertise including hardware, software, and tools used to manage the product baseline. Additionally, the contractor demonstrates proactive expertise in identifying and working with issues associated with multiple baselines.
- Joint STARS Baseline Configuration Management reports and products are available on the established need dates.
- Contractor implements and maintains a data management program that addresses all aspects of Joint STARS. This includes technical manuals, engineering drawings, specifications and standards, and all other technical data sources used in supporting the Joint STARS program.

**Measure: Cost Containment & Continuous Improvement**

**Weight: 13%**

- The Contractor applies principles of Cost as an Independent Variable (CAIV) where appropriate. Trade solutions are implemented to meet or exceed contract requirements with no increase to authorized cost and/or schedule.
- Effective use of the cost control system in day to day management of work, including evaluating the impact of variances and implementing corrective action planning.
- The Contractor conducts business practices to achieve the best value in all TSSR activities, including containment of the cost of support through appropriate use of competition, partnering, and streamlined commercial practices.

- Extent to which the Contractor makes recommendations and influences improvements to the weapon systems (i.e. ECP's, Cost Avoidance Savings, Producibility Changes, etc.)
- Extent to which the Contractor makes recommendations and influences process improvements for agencies involved in supporting the Warfighter (i.e. lean initiatives, SEI level, ISO 9000, Statistical Process Control)

**Measure: Reduced Total Ownership Cost (RTOC)****Weight: 14%**

- Contractor identifies activities, accomplishes life-cycle tradeoffs, and to the maximum extent possible where government approval not required, implements, process improvements, or other solutions to reduce total ownership costs.
- Results of RTOC improvements against original estimates and impacts. (Tracked via the Joint Program Office's RTOC Team Initiative Tracking Tool)
- Performance and effective use of Joint Cost and Performance Model System (JCAPS) model to forecast budget requirements (near & long term) and demonstrate impact on Total Ownership Cost. Additionally, Contractor continually improves and refines the model to best serve its intended purpose.

**ANNEX D****EXAMPLE AWARD TERM CALCULATION****CASE 1:**

**Award Fee Results** (Averaged for the Annual Period):

Measure	Weight	Result
Technical Performance	40%	75%
Cost Performance to Estimate	35%	90%
Customer Satisfaction	25%	75%

**Award Term Results**

Measure	Weight	Point Range	Rating Result	Point Result f/ TDO
Integration	24%	+(-)30	Very Good	20
Program Management	14%	+(-)18	Very Good	12
OSS&E/SE/CM	14%	+(-)18	Excellent	15
Cost Perf. to Estimate	7%	0 to 16	90% f/ AF	14.4
Cost Containment & CI	13%	+(-)16	Excellent	10
RTOC	14%	+(-)18	Very Good	12
TPM	10%	0 to 24	75% f/ AF	18
Customer Support	4%	0 to 10	75% f/ AF	7.5

<b>Total Award Term Points (Rounded)</b>	<b>109</b>
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**Overall Result:**

- 1 Term Year Added to Future Support Contract
- 9 Points Carried-Over to Next Year's Assessment

**CASE 2:****Award Fee Results** (Averaged for the Annual Period):

Measure	Weight	Result
Technical Performance	40%	20%
Cost Performance to Estimate	35%	70%
Customer Satisfaction	25%	20%

**Award Term Results**

Measure	Weight	Point Range	Rating Result	Point Result f/ TDO
Integration	24%	+(-)30	Failure	-22
Program Management	14%	+(-)18	Failure	-14
OSS&E/SE/CM	14%	+(-)18	Satisfactory	2
Cost Perf. to Estimate	7%	0 to 16	70% f/ AF	11.2
Cost Containment & CI	13%	+(-)16	Failure	-10
RTOC	14%	+(-)18	Unsatisfactory	-10
TPM	10%	0 to 24	20% f/ AF	4.8
Customer Support	4%	0 to 10	20% f/ AF	2

<b>Total Award Term Points (Rounded)</b>	<b>-36</b>
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**Overall Result:**

- 9 Points Carried-Over from Last Year's Assessment
- (-)27 Points Carried-Over to Next Year's Assessment
- No Term Added or Reduced to Total Contract; However, Because No Term is Added, the Total Contract remaining has been shortened by 1 Year (By Virtue of 1 Year's Performance).

## ANNEX E

### OFF-RAMP ACTIVITIES

#### NGC Inherently Sole-Source

- Integration
  - Joint STARS System IMS
  - Joint STARS Integrated Release (JSIR)
  - System Level Engineering
  - Interface Management
  - OSS&E
  - Requirements Traceability
  - DMS/P3I
  - J-CAPS
  - ICC \*\*\*
- PME/SW Engineering Support
- PME Reliability & Maintainability Analysis
- Depot Level PME Repair (According to Current Breakout with LY)
- Joint STARS Integrated Maintenance Information System (JIMIS)
- Technical Data Repository
- PME FSR's
- Software/SMS
  - According to Blk 10 Breakout with LY
  - Tied to Blk 20 Determination
- Software SSR's
- STS – Tied to Blk 20 Determination

#### Non-Inherently Sole-Source to NGC

- Joint STARS Senior Executive Management Report (SEMR)
- Supply Chain Management
- Operational Aircraft Support (PDM & CFT)
- In-Flight Trainer (IFT) Aircraft Support
- Aircraft Maintenance Trainer (AMT) Support
- Aircraft Structural Integrity Program (ASIP)
- Flight Manuals and Positional Handbooks
- Aircraft FSR's
- FCTS
- PME-MTS
- Aircraft Engineering Support
- Aircraft Reliability & Maintainability Analysis
- GSS/TMSS/MCTS